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Access	To gain entry into, or to instruct or communicate with, the logical, arithmetical, or memory function resources of a computer, computer system, or computer network.
Acquisition Methods	The various ways in which goods/services are acquired from suppliers.
Acquisition Process	The process of acquiring personnel/goods/services for new or existing work within the general definitions of contracts requiring an offer and acceptance, consideration, lawful subject matter and competent parties.
Acronym	A cryptic name for a project, program or sponsor, based on the first letters of the words in a project name.
Action Item Status	A list of problem issues, including a description, point of contact, and dates of action and resolution.
Activity(ies)	A task or series of tasks performed over a defined period of time.
Activity Description	A name that easily identifies an activity to any recipient of the schedule.
Active Project	A project that is approved and development is in progress.
Actual Cost of Work Performed (ACWP)	The direct costs actually incurred and the indirect costs applied in accomplishing the work performed within a given time period.
Actual Finish Date	The calendar date work actually ended on an activity. It must be equal to or after the start date.
Actual Start Date	The calendar date work actually began on an activity. It must be prior to or equal to the finish date.
Agency	Used to define a general state organizational level consisting of the Agency and Departments interchangeably. Reference to Agency (with a capital "A") is used for reference to a specific Agency or to that specific organizational level.
Algorithm	A general term used to refer to a mathematical formula that, based on parameters, performs a set calculation(s).
Alternative Analysis	Breaking down a complex scope situation for the purpose of generating and evaluating different solutions and approaches.
Alternatives	Identification of means available and the impact of tradeoffs to attain the objectives.

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Analysis	The study and examination of something complex and the separation into its more simple components. Analysis typically includes discovering not only what are the parts of the item being studied, but also how they fit together. An example is the study of schedule variances for cause, impact, corrective action, and results.
Approve	To accept as satisfactory. Approval implies that the item approved has the endorsement of the approving entity. The approval may still require confirmation by somebody else, as in levels of approval. In management use, the important distinction is between approve and authorize. See authorization.
Areas of Responsibility	Used to define the person or organizational entity responsible for specific policy areas, processes, and procedures as identified. The current levels of responsibility are Legislature, Department of Information Technology, state organization and IT user.
Assumptions	A statement that someone has deemed to be possibly true, on which the project's business case has been developed.
Audits	A planned and documented activity performed by qualified personnel to determine by investigation, examination, or evaluation of objective evidence, the adequacy and compliance with established procedures, or the applicable documents, and the effectiveness of a project.
Authorization	The power granted by management to specified individuals allowing them to approve transactions, procedures, or total systems. Defined as the final organization authority.
Authorized Work	An effort that has been approved by higher authority and may or may not be defined.
Baseline	Management plan and/or scope document fixed at a specific point in time in the project life cycle. Each project is baselined at least once, always at the beginning. As a project evolves, it may have to be re-baselined.
Breakdown	Identification of the smallest activities or tasks in a job according to a defined procedure.
Budget	When unqualified, refers to an estimate of funds planned to cover a project or specified period of future time.
Budgeted Cost for Work Performed (BCWP)	The sum of the budgets for completed activities and completed portions of open activities, plus the appropriate portion of the budgets for level of effort and apportioned effort. Also known as "Earned Value".
Budgeted Cost for Work Scheduled (BCWS)	The sums of the budget for all activities, planning activities, etc., scheduled to be accomplished (including in-process activities), plus the amount of level of effort and apportioned effort scheduled to be accomplished within a given task period.
Budgeting	Part of the planning function and control mechanism for a project.
Business Plan	Model used by a manager for planning and scheduling project work.

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Calendar	The calendar used in developing a project plan. This calendar identifies project work days and can be altered to define the work week.
Calendar Unit	The smallest unit of the calendar produced. This unit is generally in hours, days, or weeks; it can also be grouped in shifts.
Career Path	A definition of stages for specific job classifications or for an individual's career goals.
Categorization	See project categorization.
Change	An increase or decrease in any of the project characteristics.
Change Control	The process of controlling, documenting, and storing the changes to control items. This includes proposing the change, evaluating it, approving or rejecting it, scheduling it and tracking it.
Change in Scope	A change in objectives, work plan, or schedule that results in a material difference from the terms of previously granted approval to proceed.
Change Management Process	A set of tasks or procedures established to ensure that project performance is measured to the baseline and changes are reviewed, approved or rejected, and the baseline updated.
Close-Out Stage	The stage the project enters when all activities are complete and the product finished. It is determined by users and the project team.
Completed Activity	An activity with an actual finish date and no remaining work to be done.
Computer Network	Any system that provides communication among one or more computer systems and input/output devices including, but not limited to, display terminals and printers connected by telecommunication facilities.
Concept	An imaginative arrangement of a set of ideas.
Concept (Phase)	A generic term used to define both the first stage in a project management process and in a generic project life cycle. The first of the sequential phases in the generic project life cycle.
Conceptual Development	A process of choosing/documenting the best approach to achieve project objectives.

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Conceptual Project Planning	The process of developing broad-scope project documentation from which the technical requirements, estimates, schedules, control procedures, and effective project management will all flow.
Confidential Information	Information maintained by state organizations that is exempt from disclosure under provisions of the California Public Records Act (GC Sections 6250-6265) or other applicable State or federal laws. State Administrative Manual (SAM) Sec. 48413.
Configuration Control	The process of evaluating, approving or disapproving, and managing changes to controlled configuration items.
Configuration Management	Processes including procedures and tools to control project deliverable(s) in terms of release and revision. A system of procedures that monitors emerging project scope against the scope baseline. Requires documentation and management approval on any change to the baseline.
Conflict Management	The process the project manager uses to deal with the inevitable disagreements, both technical and personal in nature.
Conflict Resolution	The process of seeking a solution to a problem. Five methods in particular, that have been proven successful are confrontation, compromise, smoothing, forcing, and withdrawal.
Contingencies	Specific provisions for unforseeable elements of cost and schedule within the defined project.
Contingency Plan	A plan that identifies key assumptions, beyond the project manager's control, and their probability of occurrence. The plan identifies alternative strategies for achieving project success. It is considered part of risk management.
Contingency Planning (Mitigation)	The establishment of management plans to be invoked in the event of specified risk events. Examples include the provision and prudent management of sequences or "work-arounds," emergency responses to reduce, and the evaluation of, liabilities in the event of complete project shut down.
Contract	A binding agreement to acquire goods and/or services in support of a project.
Control Item	A project element that is considered a unit for the purpose of configuration management. This includes such items as software modules, versions of software systems, the project design document, the project plans, and so forth.
Control System	A mechanism that reacts to the current project status in order to ensure accomplishment of project objectives.
Corrective Action Plan	Action necessary to correct variance from the project plan. This directive is the result of the tracking and review process.
Cost	Cash value of project activity.

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Cost Budgeting	The process of establishing budgets, standards, and a monitoring system by which the investment costs of the project can be measured and managed.
Cost Estimates	The project's economic budget for labor, hours, equipment, risks, etc.
Cost Factors	Components of the economic influences on a project.
Cost Model	A tool prepared for cost estimation of the project.
Cost/Schedule Impact Analysis (CSIA)	The process followed to determine the cost and/or schedule impact of a specific change with a project.
Critical Activity	Any activity on a critical path.
Critical Path	A sequential path of activities in a network schedule that represents the longest duration of a project. Any slippage of the tasks in the critical path increases the duration of the project unless corrective actions are implemented.
Critical Path Method (CPM)	A scheduling technique that uses precedence diagrams for graphic display of the work plan.
Critical Path Network (CPN)	A plan for the execution of a project that consists of activities and their logical relationships to one another.
Critical Success Factors	A description of factors necessary to ensure the success of the project's design, development, and implementation. They are based on the user's view of the project.
Cost Variance(CV)	The numerical difference between earned value (BCWP) and actual costs (ACWP).
Cost Performance Index (CPI)	The value earned for every measurable unit of actual cost expended.
Current Estimate	Forecast of start and finish dates, hours of effort, and cost, which is made at any point in time after the baseline start date has passed.
Data Collection	The gathering and recording of facts, changes, and forecasts for reporting and future planning.
Decomposing (Decomposition)	The process of breaking down activities and the work package to a manageable level.
Deflection	The act of transferring all or part of a risk to another party, usually by some form of contract.
Deliverable(s)	A report or tangible product of one or more tasks that satisfy one or more objectives of the project.
Design	The creation of final approach for executing the project's work.

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Design Control	A system for monitoring project scope, schedule, and cost during the project's design stage.
Detail Schedule	A schedule used to communicate the day-to-day activities to working levels on the project.
Development (Phase)	Phase in the generic project life cycle where the product is implemented. Also known as planning phase.
Development Strategy	A description of the project's technical strategy, i.e. architecture, technical approach, etc.
Discrete Activity	A task that has a deliverable, is measurable, and has a definite start and finish. An item on the Work Breakdown Structure would be an example of a discrete activity.
Display	A pictorial, verbal, written, tabulated, or graphical means of transmitting findings, results, and conclusions.
Earned Value (EV)	This is a mathematical calculation used to estimate what you got for what you spent.
Economic Evaluation	The process of establishing the value of a project in relation to other state standards/benchmarks.
Estimate	An evaluation of all the costs of the elements of a project or effort as defined by an agreed-upon scope.
Estimated to Complete (ETC)	The remaining costs to be incurred to satisfy the complete scope of a project at a specific date. The difference between the cost to date and the forecast final cost.
Estimated Cost at Completion (EAC or ECC)	The value (expressed in dollars and/or hours) developed to represent a realistic appraisal of the cost of the project once it is completed. It takes into consideration actual cost, plus projected cost, and is an assessment of the total project effort.
Ethics	In the conduct of their operations, state organizations and their employees will employ information technology in a legal and ethical manner consistent with government statutes, rules and regulations. Information technology will not be used for purposes that are unrelated to the state organization's mission or that violate State or Federal law. Contract provisions, including software licensing agreements, will be strictly enforced.
Event	An identifiable single point in time on a project.
Exception Reporting	The process of documenting those situations where there are significant deviations from the specifications of a project. The assumption is made that the project will be developed within established boundaries. When the process falls outside of those boundaries, a report is made on why this deviation occurred.
External Network	Any public or private communications network external to the organization. Examples include Bulletin Board Services, subscription services such as

CompuServe, America Online, Prodigy, Genie, Logitech, Lexis/Nexis,	and Barclay's, public access network such as the Internet World Wide Web Gopher, etc.
Feasibility	The assessment of capability of being completed, including the possibility and probability.
Feasibility Studies	The methods and techniques used to examine technical and cost data to determine the economic potential and the practicality of a project.
Feedback	Information (data) extracted from a process or situation and used in controlling (directly) or in planning or modifying immediate or future inputs (actions or decisions) into the process or situation.
Firewall	Security provided by software and hardware to control access methods to a computer system or network, to guard against unauthorized access of the introduction of contaminants to the system.
Framework	A device used to define the basic structure of materials according to an overall concept of planning and managing. It includes policies, required processes, and their interrelationship.
Function Point	Unit of measure to quantify the overall size and complexity of a computer application.
Functional Requirements	What the systems/products are, do, or provide from the user's point of view.
GANTT Chart	Graphic representation of a project schedule that shows each job as a bar whose length is proportional to its duration. The bars appear in rows and indicate the job start and end times.
Guideline(s)	Used to define a collection of steps that are recommendations to be followed to meet a stated policy(s).
Impact Statement	A cause and effect report generated at the manager level to show the impact that new projects will have on current schedules and resources as they enter the work stream.
Implementation (Phase)	The third of four sequential phases in a generic waterfall project life cycle. Also know as the execution or operational phase.
Independent Project Oversight	A process that employs a variety of quality control, inspection, testing measurement, and other observation processes to ensure that planned project objectives are achieved in accordance with an approved plan. Project oversight is usually done by an independent entity (separate from the project team) trained or experienced in a variety of management and technical review methods. Project oversight includes both technical and management oversight.
Independent Validation and Verification (IV&V)	The process of an agency that does not report through the project management reporting chain. It evaluates a product at the end of the development process to

determine whether it satisfies specified requirements, and whether	the products of a given development phase satisfy the conditions imposed at the start of that phase.
Initial Risk Identification	The process during the initial concept phase of identifying risks that might impact a project. The risk identification process is recommended for agencies to evaluate a project.
Initiation	See project initiation**.**
Installation	A description of the project's method of transition to production, i.e. phased cutover, single cutover, etc.
Internet Access	All access from personal computers to the Internet, including e-mail, Web browsers, File Transfer Protocol (FTP) clients and other commonly used internet programs.
Intranet	A network entirely within a department or company, providing communications and access to information, similarly to the Internet, with Web pages, etc., for internal use only.
LAN	Local area network is a means by which multiple workstations and/or servers interconnect to share common peripheral devices and data with a single location.
Leadership	The way in which the project manager influences the project team to behave in a manner that will facilitate project goal achievement.
Life Cycle	The type of methodology to be used in project development, e.g. System Development Methodology, Information Engineering Methodology, or Rapid Application Development Methodology.
Life Cycle Costing	The concept of including all costs within the total project from concept through implementation, startup to dismantling. It is used for making decisions between alternatives and expresses the total cost of a system.
Level of Effort (LOE)	Work that cannot be effectively associated with a definable end product process result. It is measured in terms of resources actually consumed within a given time period.
Management Project Oversight	The process of evaluating and monitoring the project management processes that exist for a given project and ensuring that the stated process conforms to the project plan.
Management Styles	Refers to a series of styles that a manager may elect to use to lead and motivate a team. Some specific styles are: authoritarian, combative, conciliatory, disruptive, ethical, facilitating, intimidating, judicial, promotional, and secretive.
Master Schedule	A comprehensive list of an approved project, containing schedule and progress statistics.
Method	The manner or way in which work is done. When formalized into a prescribed manner of performing specified work, a method becomes a procedure.

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Methodology	Used to define the processes, policies, and guidelines that are included as part of the framework for project management.
Milestone	A significant event in the project (key item or key event).
Mission Statement	A concise statement, usually one paragraph, summarizing what the project is about and what it will accomplish.
Mitigation	The act of defining strategies in terms of scope, budget, schedule, or quality, in order to reduce uncertainty on the project.
Monitoring	The capture, analysis, and reporting of actual performance compared to planned performance.
Motivating	The process of inducing an individual to work toward achieving the organization's objectives while also working to achieve personal objectives.
Network Diagram	A schematic display of the sequential and logical relationship of the activities that comprise the project.
Networking	The exchange of information or services among individuals, groups, or institutions.
Node	One of the defining points of a network; a junction point joined to some or all of the others by dependency lines.
Non-Conformance	A deficiency in characteristics, documentation, or procedure that renders the quality of material/service unacceptable or indeterminate.
Order of Magnitude	This is an approximate estimate made without detailed data, that is usually produced from cost data. This type of estimate is used during the formative stages of an expenditure program for initial evaluation of the project.
Organizational Politics	The informal process by which personal friendships, loyalties, and enemies are used in an attempt to gain an advantage in influencing project decisions.
Original Estimated Function Points	The original estimate of the project's function points.
Patch	An unscheduled quick fix required to correct a program malfunction.
Path	The continuous, linear series of connected activities through a network.
Performance Stage	It is used in this Framework to define a general stage of a project after startup and before maintenance.
PERT Chart	See Network Diagram
Plan	An intended future course of action.

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Planning Stage	Determines details and approach of the project plan. It is the stage in which the plan is initially created.
Policy	A succinct statement that gives direction to state organizations to support IT implementation. Policies are high-level, overall statements that do not dedicate specific procedural steps or processes. Directives issued by management for guidance and direction where uniformity of action is essential.
Priority	The imposed sequences desired with respect to the scheduling of activities within previously imposed constraints.
Privacy	The right of individuals and organizations to control the collection, storage, and dissemination of information about themselves.
Procedure	Used to define a collection of steps that the organization is responsible for implementing to ensure that policies and process requirements are met. The agency may use DOIT guidelines to develop these procedures.
Process	The set of activities by means of which an output is achieved.
Product	General terms used to define the end result of a project delivered to a customer.
Program	An organization-based established business purpose.
Progress Analysis	The evaluation of progress against the approved schedule and the determination of its impact. For cost, this is the development of performance indices.
Progress Report	A report comparing current project status against the baseline.
Project	A group of activities that must be performed in a particular order to accomplish a stated definition and objective(s).
Project Budget	The amount and distribution of money allocated to a project.
Project Categorization	A process state organizations complete to determine general size and complexity of an IT project at a very initial stage. This is prior to the project initiation process.
Project Change	An approved change to project work content caused by scope of work change or a special circumstance on the project.
Project Close-Out	A process that provides for acceptance of the project by the project sponsor, completion of various project records, final revision and issue of documentation, and the retention of essential project documentation.
Project Definition	The definition of what is expected to be obtained for the effort expended.
Project Duration	The elapsed time from project start date through to project finish date.
Project Initiation	

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A process that occurs after state organization have completed the project planning stage and concept phase and denotes a series of steps to have the project externally approved and started.	
Project Life Cycle	A collection of phases through which any project passes. Note that the number of phases and the breakdown are dependent on the methodology being used. A typical waterfall life cycle has either 4 or 6 phases.
Project Management (PM)	The processes of directing and coordinating human and material resources throughout the life of a project by using management techniques to achieve predetermined objectives of scope, cost, time, quality, and participant satisfaction.
Project Manager	The individual appointed and given responsibility for management of the project.
Project Number	The number given by organizations to identify an approved project.
Project Objectives	A description of the specific functionality that the project intends to accomplish upon implementation.
Project Oversight	A process that employs a variety of quality control, inspection, testing measurement, and other observation processes to ensure that planned project objectives are achieved in accordance with an approved plan. Project oversight is usually done by an independent entity (separate from the project team) trained or experienced in a variety of management and technical review methods. Project oversight includes both technical and management oversight. (Same as Independent Project Oversight).
Project Overview	A summary of the project's Mission, Description, Scope, and Key Objectives.
Project Plan	A management summary document that gives the essentials of a project in terms of its objectives, justification, and how the objectives are to be achieved. It should describe how all the major activities under each project management function are to be accomplished, including that of overall project control. The project plan will evolve through successive stages of the project life cycle.
Project Planning	The identification of the project objectives and the ordered activity necessary to complete the project plan. The identification of resource types and quantities required to carry out each activity or task.
Project Schedule	A graphical representation of predicted tasks, milestones, dependencies, resource requirements, task duration, and deadlines.
Project Summary	Defines the estimated value of the project, the deliverables, the effort's duration, the purpose, goals, acceptance and completion criteria, assumptions, major dependencies/constraints, and status. It is updated monthly.
Project Tasks (Activities)	The activities that accomplish the project objective.
Proposed Project	Any project that has not been approved.

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Quality	A composite of attributes (including performance features and characteristics) of the product, process, or service that is required to satisfy the need for which the project is undertaken.
Quality Assurance	A planned and systematic means for assuring management that defined standards, practices, procedures, and methods are applied to a project.
Quality Management	A collection of quality policies, plans, procedures, specifications, and requirements is attained through quality assurance (Managerial) and quality control (Technical).
Quality Plan	Planned and systematic process for evaluating the satisfaction of the project.
Quality Process Review	The technical process of using data to decide how the actual project results compare with the quality specification.
Relative Priority	The specific prioritization of any individual request in relation to other requests in the same general priority group.
Release	Piece of a product that delivers functionality to the customer, but is not a complete system. Limited scope for installation of software. There may be multiple releases within a version.
Required Process(es)	Used to define a specific course(s) of action that are mandated by DOIT. For example, the process used to have IT projects approved.
Required Skills	The ability and knowledge necessary to perform work tasks.
Requirements	Something essential to the existence or occurrence of something else.
Resource Loading Profiles	Detailed staffing plan including number of personnel by type over time.
Resource	Something that lies ready for use or that can be drawn upon for aid or to take care of a need.
Resource Planning	The identification of components required to complete the project.
Resource Profiles	See Resource Loading Profiles.
Risk	Any component that affects the project's being completed on time and within budget.
Risk Analysis	Systematically determining the impact of identified risks on the project.
Risk Assessment	Review, examination, and judgment of whether or not the identified risks are acceptable. Initial risk assessment is used as a tool to determine project oversight requirements.
Risk Event	The precise description of what might happen to the detriment of the project.

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Risk Management	The art and science of identifying, analyzing, and responding to risk factors throughout the life of a project and in the best interests of its objectives.
Risk Mitigation	The act of revising the project's scope, budget, schedule, or quality, in order to reduce uncertainty on the project.
Risk Probability	The degree to which the risk event is likely to occur.
Rough Order of Magnitude* (*ROM)	Term to describe rough cost and schedule estimates based on generalizations rather than specifics.
Schedule	A display of project time allocation.
Scheduling Tools	Tools that support the scheduling efforts of a project, such as a GANTT or PERT chart.
Schedule Update	Revision of the schedule to reflect the most current information on the project.
Schedule Variance (SV)	The numerical difference between Earned Value (BCWP) and the Budget Plan (BCWS).
Scheduling	The recognition of realistic time and resource restraints that will, in some way, influence the execution of the plan.
Scope	The work content and products of a project or component of a project. The scope names all activities performed, the resources consumed, and the end products that result, including quality standards. A statement of scope should be introduced by a brief background to the project, or component, and the general objective(s).
Scope of Work	A narrative description of the work to be accomplished or resource to be supplied.
Sponsor	Customer representative responsible for sponsoring the project and usually in charge of project funding.
Stakeholders	Individuals or organizational entities whose stake in the project is sufficient for them to attempt to play an influential role affecting the outcome of the project.
Standards	Set of criteria used to accomplish a specific task and describe what the finished product should be.
Standards Template	Set of project planning guideline patterns to select from, based on project size. Contains minimum standard deliverables that MUST be met.
Start-Up	The period after conceptualization during which the project is baselined and resources are committed.
State Organization	Used to define a general state organizational level consisting of the Agency and Departments interchangeably. Reference to Agency (with a capital "A") is used for specific reference to an Agency or that specific organizational level.

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Status	The condition of the project at a specified point in time.
Status Report	A report containing information on a specific project, indicating if they are ahead of schedule, on schedule, or behind schedule in relation to the project plan.
Status Reports	Reports produced at pre-defined intervals to provide information on the project. Used as the basis for status meetings to review the project's performance.
Strategy	A framework guiding choices that determine the nature and direction needed to attain an objective.
Support Organization	Any group outside of the project leader's control, that is responsible for tasks on the work breakdown structure.
System	A methodical assembly of actions or things forming a logical and connected scheme or unit.
System Development Methodology (SDM)	A structured approach to designing and implementing computer applications.
Team Building	The process of influencing a group of diverse individuals, each with their own goals, needs, and perspectives, to work together effectively for the good of the project, such that their team will accomplish more than the sum of their individual efforts could otherwise achieve.
Team Member	The individuals, reporting either part time or full time to the project manager, who are responsible for some aspect of the project's activities.
Technical Project Oversight	The processes by which a project oversight organization evaluates a design and development product to determine whether it satisfies specified requirements, and whether the products of a given development phase satisfy the conditions imposed at the start of that phase. This evaluation is a process separate from the actual project execution activities, and status is reported external to the project.
Technical Specifications	Documentation that describes, defines, or specifies the goods/services to be supplied.
Time Management Objective	A predetermined result; the end toward which the effort is directed.
Unscheduled Project	A project that has been approved, but for which there is no schedule for development efforts.

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Variance	Any actual or potential deviation from an intended or budgeted figure or plan. A variance can be a difference between intended and actual time. Any difference between the projected duration for an activity and the actual duration of the activity. Also, the difference between projected start and finish dates and actual or revised start and finish dates.
Version	Represents a major addition in functionality and/or the look and use of a product.
Version Control	A method used to control the release and installation of software versions. This includes recording and saving each release and documenting the differences between the releases. Version control applies not only to developed software, but also to off-the-shelf software systems that are used as part of the project.
WAN	Wide area network is a means by which multiple workstations and/or servers interconnect to share common peripheral devices and data with multiple locations.
Work Breakdown Structure (WBS)	A product-oriented family tree division of hardware, software, services, and program-unique tasks that organize, define, and graphically display the product to be produced, as well as the work to be accomplished to achieve the specified product. Decomposition of a project into a set of defined sub-tasks.
Work Packages	The smallest component of a WBS.
Work Schedule	Built by a project leader for each of his team members for the WBS tasks he has assigned. Contains target hour and start and finish dates for each activity.
Work Unit	A calendar time unit when work may be performed on a activity.